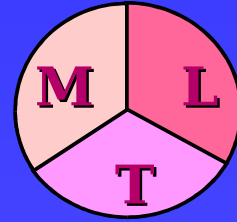


Building High-Performance Organizations

The Evolution of “THE NATURE OF WORK”

Before **1800**
Crafts Model

Work is Holistic

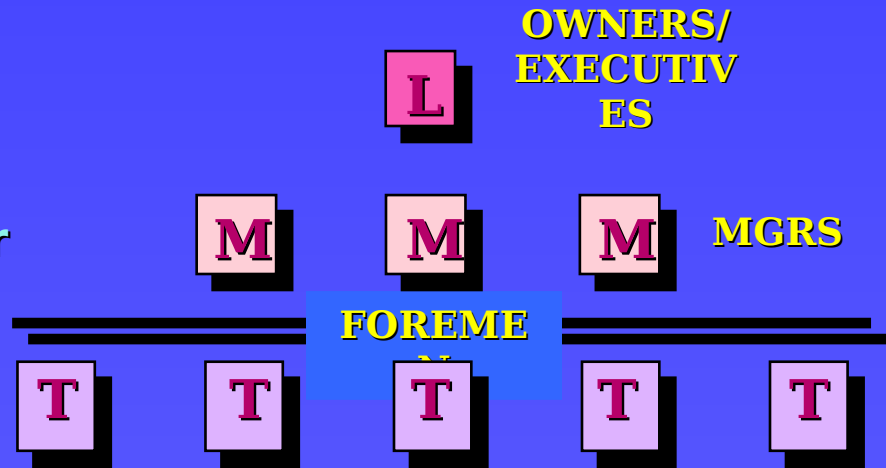


1900
Industrial Model

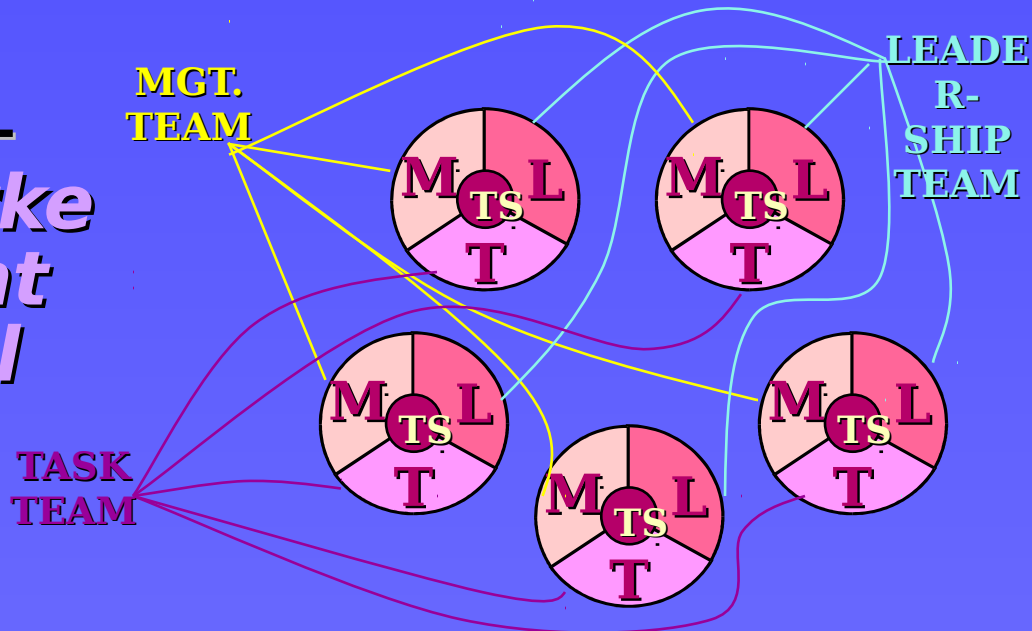
Division of Labor

- Vertical
- Horizontal

LABOR



2000+
Networked Talent Model



Building High-Performance Organizations

LEADERSHIP FUNCTIONS

"The Work of Leadership"

■ **Strategic Customer Value Analysis**

- ♦ who are/should be our customers; what do they value (want/ need) now and in the future?
- ♦ mapping the "food chain" vs the "beneficiaries"
- ♦ environmental scanning / market analysis
- ♦ "political" analysis / feasibility review

■ **Vision / Values Connected to Strategy, Structure, and Systems**

- ♦ what does high-performance mean for us, what *higher moral purpose* are we trying to serve, and what values will guide us in achieving it?
- ♦ causing a shared vision/values for unit/organization to be formulated, articulated, and lived; must "nest" within next higher level's vision/values
- ♦ strategic thinking: mission/niche analysis interacting with "theory of the business" review -- results in a strategic plan showing direction and need for capacity building -- must be translated into a "tactical" operational plan (actions matched with resources, goals and objectives, monitoring, corrective actions) -- results in "performance"
- ♦ the organization's/unit's "values" work involves causing the values (leadership philosophy/ individual behavioral values/operating systems values) to be made actionable (by focusing on required/prohibited behaviors) -- results in "work culture"

■ **Suprasystems Integration / Stewardship**

- ♦ gluing the parts of the organization back together to accomplish the vision; creation of mechanisms that align the parts to form an integrated whole
- ♦ requires a **stewardship role**; rising above "turf" to serve and be responsible for the larger whole; linking with others to address cross-organizational issues

■ **Learning, Thinking, Changing, Renewing**

- ♦ staying "on the cutting edge" individually and organizationally
- ♦ building a "learning/renewing organization"
- ♦ benchmarking/best practices/reengineering/continuous improvement

■ **Enabling, Empowering, and Energizing**

- ♦ teaching, mentoring, motivating, and bureaucracy busting; providing knowledge, skills, and information required to make good decisions; being proactive; removing barriers to empowerment

Building High-Performance Organizations

GUIDELINES FOR OPERATING INSIDE THE PARALLEL ORGANIZATION

- ❖ **“Normal” Hierarchical Organization Rules Are Suspended.** All team members are equal inside the parallel organization; decisions are by consensus, but note that decisions inside the parallel organization must also “fly” in the hierarchy a key role of team members is identifying, consulting with, and marketing to major “stakeholders” inside and outside of the hierarchy.
- ❖ **Focus Is on Reaching The Best Solutions Possible for the Whole.** Members of teams must be committed to a shared vision and values for the organization; a member’s “worth” is determined by his/her contribution (e.g., ideas, conflict resolution, consensus building, problem-solving) to helping the team reach the best solution possible.
- ❖ **Everyone Gets a “Promotion.”** To eliminate “turf” and reach solutions that are best for the whole, members of teams must “promote” themselves at least two levels in the organization so they can see themselves and their units as parts of a larger, integrated whole; members must view themselves as part of a “board of joint owners” of the whole.
- ❖ **A “Regenerative” Culture Is Critical.** *Trust-Based Relationships:* while operating in the parallel organization, all interactions must be based on complete trust; *Honesty:* members are expected to level with each other and to have no hidden agendas; *Mutual Respect:* we can disagree without being disagreeable; no personal attacks; each team member must take personal responsibility for the success of every other team member.
- ❖ **Confidentiality.** It is often necessary, in order to achieve an open, innovative, and candid discussion of difficult or sensitive issues, for teams to establish a confidentiality rule -- i.e., what is said and decided and why decisions are reached is on the record; but who said what is not.
- ❖ **No Retribution for Following These Guidelines.** Because a low threat, high trust climate is critical in getting candidness and promote creative problem-solving, no retribution for following these guidelines can be permitted; however, if members do not follow the guidelines, there must be consequences.
- ❖ **Enforcing These Guidelines Is Everyone’s Responsibility.** Because everyone is equal inside the parallel organization, everyone is responsible for making the process work.